



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

BA (HON) LEADERSHIP SKILLS FOR THE WORKPLACE

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Module:	Emergent leadership skills
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Executive Summary

Firstly, to delineate my experience of attending the university programme module Emergent Leadership Skills, secondly, to relate that experience to a chosen organisation explaining what leadership approach the organisation applies to its business or services.

Lastly am to evaluate 3 Leadership theories, give who was the originator, what is the principle behind this leadership theory, how effective or how inefficient is the leadership theory, and what is my take on the theory.

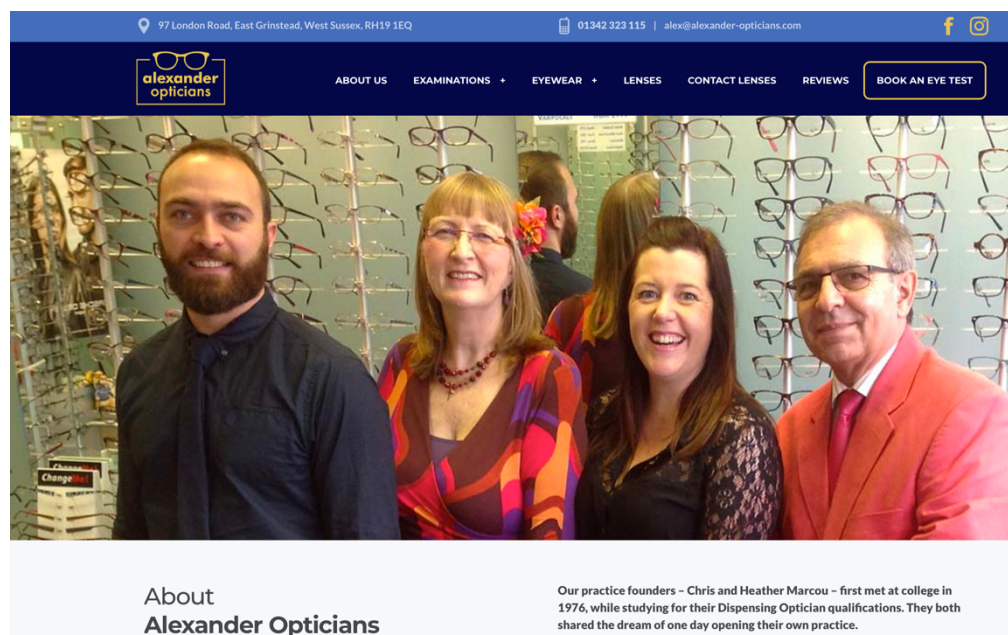
In addition, which of the 3 leadership approaches applies to me.

Applying one of the approaches to my chosen organisation, then give a recommendation.

The leadership theories/styles for the report.

- This report will cover 3 of the Behavioural Theories, the X theory of leadership (Authentic Leadership style) The Y Theory of Leadership (Democratic Leadership style) The Z theory of leadership (Laissez Faire Leadership Style)
- The Contingency Theory: The Agile Leadership Theory.
- The Power and Influence Theories: Transactional Leadership and the Transformational Leadership.

Introduction



Screenshot: Alexander website.

Background of the selected organisation

The company Alessandra Optician Alexandra Optician Ltd. Headquarters 97 London Road East Grinstead, RH19 1EQ. Registration number 068 26334. (Registered as JF Francis, Francis House 2 Park Road High Barnet. Herts, EN5 5RN). The company is a family-owned business, founded by Chris and Heather Marcou, they first met at college in 1976, while studying for their Dispensing Optician qualifications. They both shared the dream of one day opening their own practice.

After qualifying Chris and Heather worked at various optician practices in South England. They opened up they're on practice in 1987, and it was named Alexandra Opticians after their son, who was five years old at the time. Alex joined the practice in 2007 and is now a partner in the business with his parents and Dispensing Optician Helen Woods.

At Alexandra Optician, is surrounded by a great team who share the same vision. Many of their current team have been working with them for over 20 years contributing to their excellent long-standing reputation.

The services they offer, their competitors and their main competitive advantage.

Alexander Optician services include Low vision assessment colour overlay assessment big brand frames, quality lenses, eye examinations children eye test sunglasses eyewear's, and contact lenses. Hi-Index Lenses, Dry Eye Care, Myopia Control. The company has about 11-20 employees who have their own role to play to create a great working team. In East Grinstead, London Road where the practice is situated there are about 3 other eye Opticians like Boots Opticians, Specsavers and one more Optician.

Their competitive advantage they have been in the market for more than 20 years, they have in House Technicians Alex and Mark, they also partnered with Dispensing Optician Helen Woods so then they have more customers from both practices to whom the service. Having been in the market they have more brand awareness and more experience in the market. The have more bargain Power as the customers want to keep to one practice.

Evaluating 3 Leadership Theories

1. Behavioural Theories of Leadership

The Behavioural theory originated by Douglas McGregor his philosophy of leadership is based on the beliefs of how people behave. McGregor was addressing the question do people like work? He understands that getting to know what inspires people was key to how they can be efficient manager.

McGregor using the theory of X and the theory of Y to explain how managers can approach their employees.

X theory Leadership (Authoritarian Leadership style).

People who do not like to work they will try to not do the work. They need direction and control to get the job done and they are followers and they want to have a stable job. The X people as a leaders would act Authoritarian influence by control over the employees, their communication level is from the top-down.

The Y theory Leadership (Democratic style)

According to McGregor, the Y people like work they are self-motivated they are committed to their job. They are responsible and are motivated self-directed task they are productive and determined people.

The Y theory as a leader would act democratically, he would motivate his team and guide them to achieve their goals, they promote communication and speak on the same level as their employees.

The Advantages and Disadvantages of the Theory Y and X leaders.

- A Theory of the Y leader will define the task to be done.
- They will let the employee do the job without checking if the job is being done.
- They motivate employees to achieve the goals they intend to achieve.
- It can be time-consuming.

The theory of X leaders:

- They can be authoritarian in some circumstances.
- Wanting to give direction at all point
- They have negative attitudes.

Z theory leadership (laissez Faire leadership style)

The Z theory is people who are skilled and do not need much direction, they self-motivated and get the task done they are innovative and find ways to solve problems. They do not like to be told how to do the job or when they should do the job.

The laissez-faire leader would give the followers the task and let them come up with their ideas to get the job done. They do not guide or follow up if the job is done like the Y Theory and the X Theory.

Advantages and disadvantages of Z Theory people

- This kind of person does well when given the task and is left alone to come up with a strategy to complete the task.
- They are self-motivated and determined to achieve their goals

Disadvantages:

- This kind of leader gets little done as the followers do not need direction.
- The lack of leadership could result in the annoyance of not knowing how to resolve an issue.

2. Agile leadership theory

Agility is the ability to change pace and strength in the limbs, and core coordination one's body in motion in the context of sport. They move quickly and fast gaining position over the opponent. Sheppard et al (2006)

If the same definition applies to how a leader would lead his team in an organisation.

Fast pace getting the job done changing the positions and directions, getting projects done assigning projects to others. It also meets up with what the market needs for one's products. responding to what one's customers need s and wants. Taking the opportunity to fill the gaps when a competitor fails to meet up.

In other words 'read and react' Perception one senses or anticipates what is about to happen. Reaction- one makes a quick decision of what to do with what was observed, and lastly Execution-one does something with that decision one has made. (Cox, 2002)

To be agile one must be fast in thinking and reasoning acting and creating an effect in the organisation or in the market efficiently.

(Give an example of Pint in Time. I and my partners business in East Grinstead)

The business and the management were quick to help customers make decisions with what they want and create an effect sustainably, it is about challenging the status quo and taking risks to find new ways to get the expected result.

How others connected leadership factors contribute to agility

Direction and purpose

Prioritization- making a difficult decision and selecting those decisions which will create an impact in the business. It is important to have a well-defined structure each roll and post clearly which are aligned with the aims of the business.

Connected with customers.

Role clarity

Simplicity

Authenticity

This agile movement is the process of developing a well-structured culture of trust and mutual respect where everyone works together as a team. This leadership has to do with inclusion. It could be problem some time as the team might always want the leader to save the day most of the time. One other way the agile leader leads is by trusting its team and working as a team letting everyone do their part, trusting each person to take responsibility for their action and learning from that experience.

- Trust building
- Open and transparent relationship
- Values to guide behaviour.

Devolved decision making

This section discusses the practice of leaders delegating decision-making to both customers and staff as needed, while still retaining final decision-making authority for the organization. By empowering their team members to make decisions on how to handle situations, leaders can create an effective team. However, some leaders struggle to let their team members make decisions, even when the team is fully capable of handling the situation. This can create distrust and feelings of incompetence within the team.

- Empowerment to act,
- Accountability for outcomes
- Best use of experience

Collaboration achievement

In the agile process team coordination and work balance is key, it allows free and fast pace movement. Getting the product completed and initiating customer relations management. To have a well-balanced working culture we have to be sure the team is working as a group

each person knows what the other person's job is. The agile technique provides room for the team to work as a unit thereby creating a valuable product.

- Teamwork
- Silo busting.
- Sharing knowledge
- Being open to influence. **Source** Hayward (2016)

3. Transactional leadership Theory (Transactional style leadership)

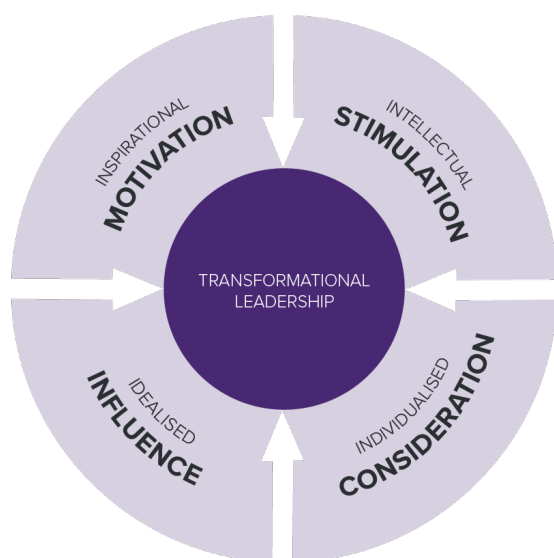


Diagram: Model week 6.

Bernard M. Bass the originator of Transactional and Transformational leadership Theory and Transformational leaders. He is a distinguished professor of management and a director of the Centre for leadership studies at the State University of New York Binghamton. He is also the executive editor The Leadership Quarterly, a member of executive committee of the International Association of Applied Psychology.

Transactional leadership Theory developed in 1970s it has to do with the kind of leadership that is self-interest of followers it has to do with the relationship of a team understanding dependant on exchange process.

The main principle of this leadership theory is on clarification of goals and objectives, work task and the work outcome, rewards and punishment.

Pros and Cons of Transactional Leader

They transform those who they lead by giving their inspiration and the nature of style, they are charismatic.

Building a vision for the organisation and energising its followers to pursue their vision, creates feeling of loyalty and trust. The rules and regulations are followed by the group. They motivate their followers by appealing to their self-interest.

In light of what I have read and from my research, there are times a leader will need to use transactional leadership to achieve the goal of the organisation, but I will not use it when it is not needed.

Cons of Transactional leader.

- It operates on rewards and punishments.
- it depends on exchange process.

Transformational leadership Theory (Transformational style leadership)

- The transformational leader is the one who encourages and motivates their followers.
- He the one that shows a good example of moral standards within the company.
- Creates an ethical standard within the work environment.
- Initiate an organisational culture by getting the employees to move from the self-interest mindset to work with others for the vision of all.
- Coaching and mentoring to the employees.
- The Transformational leader creates a high-performance workforce inspiring the employees to want to do more.

Advantages

- They transform others by creating leadership awareness.
- They listen and encourage others.
- As a result of the leading therefore creating an emergent young leader.

Disadvantages

This kind of leadership would work for the Y people but not for the X people as they are happy to take instruction at all times.

From my Stance, Transformational is the kind of leadership that motivates and encourages others is the kind of leadership that most organisations need to build the culture and get the employees to collaborate and work together as a team to achieve the goals of the organisation.

The best leadership skills in the given case scenario to fulfil the responsibility as a leader.

To begin my argument I would like to say there is no best leadership style or theory from my point of view, as each leadership style are effective given the situation and what result the leader is trying to accomplish. For example, in my business, we have employed two new people who do not have any inclination of what the business involves. We had to train them on the different daily task, from interviewing one of them it was clear that she was more of an X theory person and did not need too much telling of what to do, and how to do, and when to do, we had a week of training with her and she was able to accomplish the different task of the business.

While the second person we employed is a Y Theory person, we have had two weeks of training, and we are still telling how to do when to do and what to do if left alone will just sit and do nothing so we had to at an all-time list of activity for the new person to do. It make me look like I am a task-oriented leader or an Authoritarian leader which I am not. Going back to my argument, there is no right or wrong Leader it is what is effective at the given situation. Having said that I would be more likely to stay with the Agile Theory Leader. After reading some of his pages I see myself as an Agile leader, I like to test new things, and improve myself, I am energetic I test my abilities by going for a long run twice a week. This keeps me fit and fast-paced at my business physically and thinking clearly. In the business side from the knowledge of university programme, I have the experience to help customers with what the need as fast as possible and get them to pay and thank them for using our service. We have simplified our business process and created a flexible workplace culture. Our business is evolving day by day as we create and adopt new opportunities to satisfy our customers. We also spot new growth opportunities, and we take the chance to expand the area for more growth.

Investigate what my chosen organisation is doing (identify and evaluate the leadership skill.

They apply the agile leadership style after reading through the website and visiting the company in person. When the customer arrives at the practice, they are warmly greeted and asked to take a seat until the Optician comes to get them. The Optician performs the eye test and then guides the customer to a different section to explain the available glasses options. The customer decides to proceed with their prescription, they are assisted in choosing glasses and then pay for them. The glasses are then sent to the technicians to be prepared. The customer returns after a week to collect their glasses.



Alexander Opticians is in East Grinstead.

15 Jan · 🌐

Starting the week with a brilliant team training day today

🤔 Back open tomorrow as normal. We look forward to seeing you soon 🧐💙



The read and react by:

- Perception – they sense what is happening.
- Reaction: they respond by helping the customer with their wants and needs.
- Execution- The customer comes back to pick up the glass or comeback lenses and gives a good review of the service they received.

The leader of Alexander Opticians has maintained his position for over 20 years by overcoming obstacles and ensuring customer satisfaction. Despite facing challenges such as the recent COVID-19 pandemic, this small business has persevered with the help of government grants and strong leadership. Thanks to their dedication, Alexander Opticians continues to thrive in the optician retail industry.

The financial report of Alexander Optician Ltd which is registered under the name JF FRANCIS LTD (Balance sheet 2023)

JF FRANCIS LTD

BALANCE SHEET

AS AT 30 APRIL 2023

		2023		2022	
	Notes	£	£	£	£
Fixed assets					
Intangible assets	4		302,750		358,400
Tangible assets	5		13,857		20,975
			<u>316,607</u>		<u>379,375</u>
Current assets					
Stocks		38,650		41,075	
Debtors	6	658,368		598,196	
Cash at bank and in hand		593,100		594,945	
		<u>1,290,118</u>		<u>1,234,216</u>	
Creditors: amounts falling due within one year	7	(234,543)		(286,045)	
Net current assets			<u>1,055,575</u>		<u>948,171</u>
Net assets			<u><u>1,372,182</u></u>		<u><u>1,327,546</u></u>
Capital and reserves					
Called up share capital			2,061		2,061
Other reserves			279,039		279,039
Profit and loss reserves			1,091,082		1,046,446
Total equity			<u><u>1,372,182</u></u>		<u><u>1,327,546</u></u>

The directors of the company have elected not to include a copy of the profit and loss account within the financial statements.

Diagram: Company House

Recent News from their Facebook page:



Alexander Opticians

479 likes • 509 followers

When it comes to the health of your eyes and vision, you want to entrust them to an optician who has a reputation for excellence. At Alexander Opticians you can rest assured you will receive the very best in eye care for your particular

Screenshot: Alexander FB Page.

Leadership style effective and areas for future development.

Future development for Alexander Optician could be more professional development, and upgrade their styles, and the business environment. There is new equipment for eye tests but Alexander Opticians are still using the old big and bulky eye test machines this might drive customers to the new business who have upgraded their spaces and using new and sophisticated machines. As it is a family business the father could empower the leadership and responsibility to his son who is young and agile to lead the company to its next stage of growth.

Some feedback from their customers on Facebook.

Rating · 5.0 (29 reviews) ⓘ



Rhoda Zeffertt ★ recommends **Alexander Opticians.**

9 Sep 2023 · 🌐

I went for an appointment today and I honestly think that Alexander Optician's must be the most friendly, helpful and caring shop in East Grinstead!! The staff were chatting to all their customers and there was lots of laughter...

Thank you to all of you!! 🌸🔥🔥🔥🔥🔥🔥🔥🔥🔥🔥

👍 2

1 comment



Like



Comment



Send



Share



Donna-Marie Arstall ★ recommends **Alexander Opticians.**

30 Nov 2022 · 🌐

I've had my eyes tested and ordered my spectacles through a few different Opticians in the past, however none of them had a patch on the level of personal service that you receive from the team at Alexander Optician! Everyone there offer you a warm and friendly experience from when you book in for an eye test, selecting your lens and frames and having your spectacles fitted. They are experts in what they do and I can't rate them highly enough. Particular shout out to Catherine, Rachael, Nathan, Helen and Alex, all of these people are wonderful humans. I honestly feel like I've known them all for a long time and I only had 2 visits so this says it all! T... See more

👍 1

2 comments

3. Conclusion and Recommendation

In the realm of leadership, there exist varying styles and theories that are dependent on the given situation. Agile leadership, in particular, is characterized by its adaptable nature and ability to navigate challenges with efficiency and ease. Such leaders are both innovative and exceptional, always willing to face any obstacle head-on.

A prime example of how this style of leadership can be applied is seen in the case of Alexander Opticians, a family business located in East Grinstead. By adopting an agile leadership approach, they may potentially expand their operations.

- Good direction from the leader
- Authenticity – well-structured culture and trusting his team.
- Devolved decision-making - empowering his/her team.
- Collaboration achievement- teamwork by sharing knowledge.

Other notable leadership styles and theories include transactional leadership, transformational leadership, and the X, Y, and Z theories of leadership for people.

Task 2-Reflective essay- ERA Cycle by Jasper 2013

Experience, Reflective and Action

It is the future dived into the Past -where you

Present: Where you are now

Future: Where you want to be

The reflective writing style is the action of something happening it could be a life experience and you process what it was that happened look back at what had happened and share that experience, what you have done, how one could have done it better from what one did at the time. What action is one it taking to improve oneself for the future.

With the use of a reflective model reflect on my learning journey from Module BMSW6101

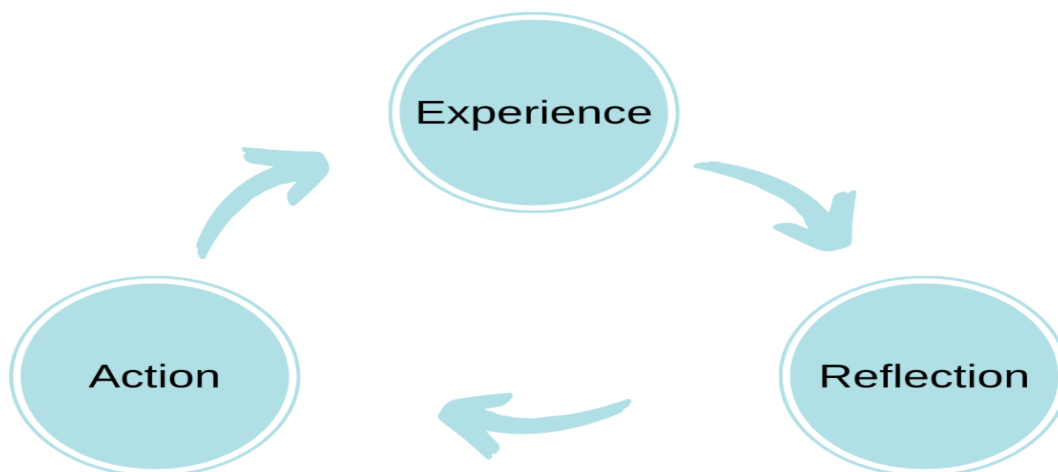


Diagram: ERC cycle by Jasper

Experience (Past)

My learning journey from my Module, first day of the Module I was excited when we started the lecture because it an area which I was hoping we would cover in the program. So, I was quite interested in learning about the Emergent Leadership theories and skills, and how one can gain the techniques and skills to becoming a future leader. So each week I was gaining more and more techniques and skills of a life experience. Some of the models that were outstanding for me was the traits of a leader, the transformational leaders and the transactional leaders, the relationship and Task (WK4) Oriented leaders, why are some people a leader and why some are not. I also found that there is no right or wrong way of leading some time the situation demands for a certain style a leadership. For example, owning my own business and employed 4 staffs, 2 of them was X person and the 3rd person was a Y. employee looking at different categories of these employees one of them is very savvy in electronics and does not need much management so I gave the job description and show her around for few days and she was able to take over the area and get the job done with less supervision.

The second one was shown around took a little longer to understand their roll and take over, but the 3 person is less savvy and needed more supervision and guidance she is more a Y person which is time-consuming.

I have learned that a leader must be visionary, ethical, they must be diligent, trustworthy, dependable, they have to be open-minded, intelligent confident and self-assured. Charisma, sociability, have integrity.

Furthermore, I also learnt about some of the great leaders we have had over the past years. Like George Washington (1732-1799) he was the founding father of the USA. Winston Churchill (1874-1965) a talented writer Mother Teresa (1910-1997) the Nobel Peace Prize in 1979. I also learnt about the five feminine values like emotional due diligence, we also learnt about leadership skills and how they are important in creating a better workplace.

Reflection (Present)

Looking back to my first lesson I felt that I could use the information from this Module in my life and at work, at my church and at my business. I was so interested in the Module that I would always read through the weekly model before the lesson time and if there was any Case study or activity I would do it before my lesson time so that I am well prepared. Similarly, I would also have the questions ready that I might want to ask my lecturer or if my lecturer has any questions for the class.

My Reasoning, my experience and my skills have improved a great deal since starting this module. My big takeaway is I know how to do a job interview, how to conduct an appraisal, how to build a team and manage my staff so they work well as a team, using information from my module to post pieces of advice to my team on our group chat.

Action: (Where I Want to Be by 2025)

My future plans are to continue to improve my professional career, by enrolling to the Agile Project Management program, the Timeline to complete would be 35 months and enrol to my master's degree which will take 1 year to complete end of 2025.

With the above programs and knowledge, I would be well experienced and with the academic knowledge to expand my business, and my family will benefit from the outcome of my professional career.

I. My career aspiration as a leader.

My name is Ebitimi Blessing Oti McQuade, originally from Nigeria and am now a British citizen. I have always aspired to go to university but did not get the opportunity to go in my youth I passed on the opportunity to my younger sister who studied computer science and Mathematics with distinctions.

Looking back 3 years ago I had the opportunity to join the University of Wales Trinity Saint David to study BA (Hons) Leadership Skills for the Workplace. This was an opportunity of a lifetime, which I took, and I have done well in every term and in all the Modules improving my professional career steadily and increasing my experience as an emergent leader.

My reflective essay will cover ERC cycle of Reflective writing style by (Jasper,2013)

II. Identify my own leadership skills in line with the (Relationship oriented leadership) critically evaluated leadership theories.

Followers feel comfortable in any situation, most of the time they feel comfortable to speak and act as they would if I was not there, for example at lunch time I would cut us some fruits and seat with who is on duty and talk about life which they like.

Labels of relationship leadership

Consideration behaviour: am building trust amongst everyone making them understand that we can work as a team.

Employee orientation: giving them time to speak and getting to know them better regarding them as a human being.

Concern for people: Providing good working conditions environment, providing job for people who did not have job there empowering to live better in the environment. Trusting them to give themselves a chance in life and maintain a fair salary there supporting my community.

III. What leadership skills acquired by attending the ELS module

- Some of the skills I have acquired are the relationship leadership style model.
- Increased dignity and respect for my classmates and at the workplace.
- I have acquired the ability to build relationships with the new employees know when to let them be and know when to interact with them.
- Making the workforce pleasant for all of us by creating a hat write with the help of one of the new employees so that everyone can read through and know what to do and when to apply them.
- There have been times when I have had challenges, so I have integrated the two skills to get the vision of the business across.

IV. Identify my strengths and weaknesses as an emergent leader (My leadership skills questionnaire is attached to the appendix).

My leadership strengths and weaknesses from taking the questionnaire.

Leadership style questionnaire

Total Score

1. 19- Authoritarian leadership- moderate range
2. 24- Democratic leadership- high range
3. 20- Laissez-Fair leadership- moderate range

As mentioned on page (17) above

Task and Relationship Questionnaire (see appendix)

Total Score

Task- 44
Relationship- 46

My score is in the high range, but they are mostly in the similar range the suggestion is that my leadership style is more balanced and includes an equal amount of both behaviours.

V. Identify some action points that may help me improve my leadership skills for the future.

- Administrative skills: - managing people, managing Resources also showing Technical Competence.
- Interpersonal skills: - having people skills and having the ability to help lead work effectively with the followers, for the manager to reach the goals of the organisation.
- Conceptual skills: - creating a vision, challenging people with vision and implementing the model principle. (Tracy, B. 2018)

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accessed: 26/04/24

Appendix:

Leadership Styles Questionnaire

Attachments:

EBITIMI B McQuade - 2112488

Leadership Styles Questionnaire

APPLICATION

Purpose

1. To identify your style of leadership
2. To examine how your leadership style relates to other styles of leadership

Directions

1. For each of the following statements, circle the number that indicates the degree to which you agree or disagree.
2. Give your immediate impressions. There are no right or wrong answers.

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. Employees need to be supervised closely, or they are not likely to do their work.	1	2	3	4	5
2. Employees want to be a part of the decision-making process.	1	2	3	4	5
3. In complex situations, leaders should let followers work problems out on their own.	1	2	3	4	5
4. It is fair to say that most employees in the general population are lazy.	1	2	3	4	5
5. Providing guidance without pressure is the key to being a good leader.	1	2	3	4	5
6. Leadership requires staying out of the way of followers as they do their work.	1	2	3	4	5
7. As a rule, employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.	1	2	3	4	5

EBITIMI B McQuade-2112488

APPLICATION	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
	8. Most workers prefer supportive communication from their leaders.	1	2	3	4	5
	9. As a rule, leaders should allow followers to appraise their own work.	1	2	3	4	5
	10. Most employees feel insecure about their work and need direction.	1	2	3	4	5
	11. Leaders need to help followers accept responsibility for completing their work.	1	2	3	4	5
	12. Leaders should give followers complete freedom to solve problems on their own.	1	2	3	4	5
	13. The leader is the chief judge of the achievements of the members of the group.	1	2	3	4	5
	14. It is the leader's job to help followers find their "passion."	1	2	3	4	5
	15. In most situations, workers prefer little input from the leader.	1	2	3	4	5
	16. Effective leaders give orders and clarify procedures.	1	2	3	4	5
17. People are basically competent and if given a task will do a good job.	1	2	3	4	5	
18. In general, it is best to leave followers alone.	1	2	3	4	5	

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Scoring

1. Sum the responses on items 1, 4, 7, 10, 13, and 16 (authoritarian leadership).
2. Sum the responses on items 2, 5, 8, 11, 14, and 17 (democratic leadership).
3. Sum the responses on items 3, 6, 9, 12, 15, and 18 (laissez-faire leadership).

Total Scores

Authoritarian Leadership	19
Democratic Leadership	24
Laissez-Faire Leadership	20

Scoring Interpretation

This questionnaire is designed to measure three common styles of leadership: authoritarian, democratic, and laissez-faire. By comparing your scores, you can determine which styles are most dominant and least dominant in your own style of leadership.

If your score is 26–30, you are in the very high range.

If your score is 21–25, you are in the high range.

If your score is 16–20, you are in the moderate range.

If your score is 11–15, you are in the low range.

If your score is 6–10, you are in the very low range.

APPLICATION

Task and Relationship Questionnaire

Attachment:

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APPLICATION

Task and Relationship Questionnaire

Purpose

1. To identify how much you emphasize task and relationship behaviors in your life
2. To explore how your task behavior is related to your relationship behavior

Directions

For each of the following items, indicate on the scale the extent to which you engage in the described behavior. Move through the items quickly. Do not try to categorize yourself in one area or another.

Statements	Never	Rarely	Sometimes	Often	Always
1. Make a to-do list of the things that need to be done.	1	2	3	4	5
2. Try to make the work fun for others.	1	2	3	4	5
3. Urge others to concentrate on the work at hand.	1	2	3	4	5
4. Show concern for the personal well-being of others.	1	2	3	4	5
5. Set timelines for when the job needs to be done.	1	2	3	4	5
6. Help group members get along.	1	2	3	4	5
7. Keep a checklist of what has been accomplished.	1	2	3	4	5

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Statements	Never	Rarely	Sometimes	Often	Always
8. Listen to the special needs of each group member.	1	2	3	4	5
9. Stress to others the rules and requirements for the project.	1	2	3	4	5
10. Spend time exploring other people's ideas for the project.	1	2	3	4	5
11. Pay close attention to project deadlines.	1	2	3	4	5
12. Act friendly toward other group members.	1	2	3	4	5
13. Clarify each group member's job responsibilities.	1	2	3	4	5
14. Express support for other group members' ideas.	1	2	3	4	5
15. Emphasize performance standards for the group.	1	2	3	4	5
16. Talk with other group members about their personal concerns.	1	2	3	4	5
17. Keep other group members focused on goals.	1	2	3	4	5

APPLICATION

(Continued)

APPLICATION

(Continued)

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Statements	Never	Rarely	Sometimes	Often	Always
18. Emphasize everyone's unique contributions to the group.	1	2	3	4	5
19. Follow rules and regulations closely.	1	2	3	4	5
20. Express positive feelings toward others in the group.	1	2	3	4	5

Scoring

- Sum scores for the odd-numbered statements (task score).
- Sum scores for the even-numbered statements (relationship score).

Total Scores

Task score: 44Relationship score: 46

Scoring Interpretation

This questionnaire is designed to measure your task-oriented and relationship-oriented leadership behavior. By comparing your scores, you can determine which style is more dominant in your own style of leadership. If your task score is higher than your relationship score, you tend to give more attention to goal accomplishment and somewhat less attention to people-related matters. If your relationship score is higher than your task score, your primary concern tends to be dealing with people, and your secondary concern is directed more toward tasks. If your scores are very similar to each other, it suggests that your leadership is balanced and includes an equal amount of both behaviors.

If your score is 40–50, you are in the high range.

If your score is 31–39, you are in the moderately high range.

If your score is 21–30, you are in the low range.

If your score is 10–20, you are in the very low range.